



Gender Perception and Attitude towards

AXE fragrance Anarchy

Master Thesis

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Abstract

Title: Gender Perception and Attitude towards *AXE* fragrance *Anarchy*

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AXE is one of the most charismatic brands of personal care products worldwide. Belonging to the well-known *Unilever*, it developed a strong position in 30 years. Words like sensuality, audacious, original and attraction are associated with the brand and visible through its products and communication. *AXE* has always targeted young male consumers. In the beginning of 2012, for the first time ever, the brand launched *Anarchy*: a scent with two versions, a masculine and a feminine one.

Briefly, the purpose of this dissertation is to analyze the acceptance and attitude of both genders towards *Anarchy* in Portugal. Especially, to investigate how women and men reacted to the first *AXE* feminine product. Furthermore, it explores the reasons why *AXE* launched a female product.

These goals were accomplished through online research, regular contact with *Unilever* subsidiary in Portugal (*Unilever Jerónimo Martins*), an online survey (about *AXE* and *Anarchy*) for women and three men focus group with different age segments.

This thesis describes how a successful brand like *AXE* developed a cross-gender extension and the techniques that helped it create a fruitful path. Moreover it analyses the launch of a global product in the Portuguese market, studying consumer reaction through quantitative and qualitative research, an example that can be used as a learning tool in Marketing Research courses. It also provides some insights on Portuguese female consumer behavior with deodorants.

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1. Introduction

1.1. Briefing

Daniel, a 19 years-old adolescent entering university this month, went into a supermarket to buy some personal products. In the deodorant section, he found that AXE had a new fragrance called *Anarchy*.

Daniel had always liked AXE products and its humorous, exaggerated and original communication. Among all products AXE offers, he prefers the body spray. He enjoys the concept of perfumed body spray instead of using both deodorant and cologne. Since he was going to a first-year student open party and he did not know a lot of people, he thought of testing the AXE *Anarchy* effect. While he was waiting in the cue to pay, a girl passes carrying a bottle of AXE *Anarchy* but with different colors and wrote in big letters “for women”. Daniel thinks immediately: Wait, wasn’t AXE an exclusive masculine brand?

Surprised he went home and started searching for the new product he just bought. He found out that AXE, the male brand that always promoted how average looking men could attract beautiful women just by using a brand’s product, was launching for the first time a product for the opposite sex. The fragrance *Anarchy* had a male version but also a female one, each with a different scent. Using the slogan “Unleash the chaos”, the promotion story was about giving AXE seduction power to both men and women, unleashing chaos when both fragrances were combined. Random questions formulated in Daniel’s head¹.

1. *Why is AXE launching now a product for women?*
2. *How will women react and perceive a product that came from the masculine brand AXE?*
3. *What type of issues will men raise with both gender versions of AXE?*

The answer to Daniels questions is the purpose of this work, a study trying to understand gender perceptions and attitudes towards the new AXE product extension (*Anarchy*), a move that introduced the brand for the first time in the women’s market.

¹ The three questions are the Research Questions of this thesis

1.2. Methodology

In order to understand the theory behind the concepts discussed through this thesis, a thorough study on academic articles was done and is presented in the literature review.

Answers to research questions relied in both primary data and secondary data. Sources for information concerning AXE and Portuguese deodorant market were: Datamonitor profiles of the deodorant industry in Portugal, online articles/news, newspaper articles and a constant contact with the AXE subsidiary in Portugal. Portuguese consumers were studied using marketing research techniques that differ depending on the gender and purpose of the respective key research question. Conclusions and recommendations were verified and contrasted with available data.

- Quantitative Research

An online survey was developed² to understand female insights and attitudes towards *Anarchy* female version. Due to this purpose, the questionnaire was exclusive for women that used deodorant. It was divided in three parts.

Part I included mainly multiple choice questions with the purpose of understanding how women behave when they buy a deodorant. In particular their behavior in switching to another brand, as well as what takes them to change (influence; convenience; conviction; curiosity; saturation).

Part II is a mixture of multiple choice questions and Likert seven-point scale questions. It is subdivided in two parts with different aims – one to understand how women view AXE and their attitude (likeability and familiarity) about the brand; other to analyze their awareness and interest about *Anarchy*. A specific seven-point scale is based on a brand personality appeal framework³. The purpose is to help understand how women interpret AXE through different angles. It evaluates consumer perceptions over three dimensions – *Favorability* (how positively consumers interpret a brand personality), *Originality* (how distinctive and unique a brand personality is from others) and *Clarity* (how clear and identifiable is a brand personality to consumers) – determining the appeal a

² Using the platform www.questionpro.com

³ Based on the journal article: Freling, T.H., Crosno, J.L. & Henard, D.H., 2011. Brand personality appeal: conceptualization and empirical validation, *Journal of the Academy of Marketing Science*, 39(3), pp. 392-406.

certain brand personality has to its target. The scale was adapted from 16 to 10 items with the intention of not confusing respondents with too similar concepts⁴.

Part III included three multiple choices questions designed to understand certain demographic characteristics of respondents.

The online questionnaire was closed after 2 weeks of being launched with a total of 455 valid women responses. It aims to answer research question 2 - *How will women react and perceive a product that came from the masculine brand AXE?*

- Qualitative Research

To answer research question 3 - *What type of issues will men raise with both gender versions of AXE?* - Focus groups for young men consumers that use/have already used AXE were arranged. The reason to opt for focus groups derived from the fact that brand loyalty is a sensitive topic and it would be difficult to get relevant answers if we did not know what issues to raise. By interviewing a small group of men in an unstructured and natural manner it was possible to get more sincere answers about their perceptions and/or behavior concerning the launch of a female product by AXE⁵.

Some difficulties occurred when trying to schedule each focus group meeting (e.g. lack of attendance of some members in the last moment, difficulties to arrange younger teenagers and people with knowledge about AXE). In the end three focus groups were conducted in order to integrate different age segments perspective (13-16; 17-19; 20-25)⁶. The focus groups were not mixed to avoid response bias (teenagers being influenced by young adults). A guideline was created and used to conduct all focus groups, helping the moderator to guide and monitor each focus group the same way. Focus group meetings were divided in 5 stages – Introduction; Familiarity with AXE; AXE Anarchy and their reaction; Closing Comments; Farewells. Each session was recorded and in the end all material was explored to gain sufficient knowledge to answer research question 3.

⁴ Out of the 10 items : *Favorability* (4), *Originality* (3), *Clarity* (3)

⁵ Source about advantages/ disadvantages and how to make a focus group: marketing research course

⁶ Number of interviewers in each focus group: 13-16 (3) ; 17 -19 (4) ; 20-25 (6)

2. Literature Review

2.1. Consumer Behavior

Consumer Behavior is a marketing science area where companies are increasing their investments and making each time more detailed studies. Companies who wish to properly satisfy consumers need to study them, before and after the consumption process. They need to understand how they are “meeting the expectations of consumers and generating needs for consumers” (Alagöz & Burucuoglu 2011). Several factors are commonly used to understand and characterize consumer behavior. In this literature review we focused on gender and age, and especially how they affect shopping behavior and loyalty.

a) Gender Differences

Gender is usually a relevant consumer behavior factor. The differences between male and female consumers in shopping has been studied by many researches (Alagöz & Burucuoglu 2011; Solka, Jackson & Lee 2011; Noble, Griffith & Adjei 2006) clearly showing that “gender is not only a market segmentation variable, it is a variable which also affects purchasing decisions “(Alagöz & Burucuoglu 2011). This links to the idea that “males and females are socialized differently and that these differences play an important role in the retail context” (Noble et al. 2006). Women have a bigger enjoyment in shopping (Solka et al. 2011; Seock & Bailey 2008) seeking products that reflect their personality characteristics (Alagöz & Burucuoglu 2011). Men tend to seek for products that are convenient to them. They are more prone to attain information (Noble et al. 2006), being more brand conscious than women (Solka et al. 2011). Understanding gender consumption patterns is critical because “if companies examine and understand gender based tendencies of consumers, they could discover better nuances to satisfy consumers” (Alagöz & Burucuoglu 2011). However not everything is linear and some studies contrast opposite conclusions. While Noble et al. (2006) state that “females are more prone to uniqueness and assortment seeking, social interaction, and browsing”, Soomro, Jatoti & Gilal (2011, Part I) concluded that males have a bigger appreciation for unique products “even at the very slight difference”. The same happens with Seock & Bailey (2008) and Solka et al. (2011) where both contradict about which gender is more brand conscious. The reason normally lies behind how and when each article was studied: sample size, demographic characteristics (age, country, and culture), statistical tools and/or frameworks used.

Concerning loyalty differences, females “are relatively more loyal to individuals, such as individual providers”, while males “are relatively more loyal to groups and group like entities, such as companies” (Melnyk, Van Ossealaer & Bijmolt 2009). This confirms the idea suggested that

women tend to be more loyal to local merchants (Noble et al. 2006). Furthermore men consumers are more brand loyal concerning high involvement products (e.g. laptop, clothes) than women (Lodes 2010). This can be connected to the fact that women have more enjoyment while shopping and thus take more time to search for the best alternative. Hence men tend to rely more on brand and look for the most convenient product in order to minimize shopping time. They are “more functional in their shopping attitude than women” (Seock & Bailey 2008). Loyalty differences between men and women should be considered by companies while doing advertising in order to take advantage of each gender common consumption behavior (Melnik et al. 2009).

b) Age

Age is another factor with importance in consumer behavior. Young consumers for instance are a segment emerging in relevance along the years and thus increasing marketers' attention (Mishra 2010; Bhattacharya, Saha & Dey 2012). One of its interests lies in dealing with a stage of life where people begin to create their own consumption behavior and define products which they identify themselves, sometimes over a longer span of time (Holbrook & Schindler 1989). There are two groups in this segment: teenagers/adolescents (13-19 years old) and young adults (20-25 years old). Although similar, there are some slight differences between both groups (Sahay & Sharma 2010). Teenagers in today marketing environment are “a pivotal market segment and deserve considerable attention from marketers and academicians due to the fact that the market is expanding and the teens spend a vast amount of money for a wide variety of products” (Bhattacharya et al. 2012). On the other hand, young adults are likely to be more independent, both psychologically and financially, being more prepared to make purchase decisions of products with higher involvement (Grønhøj 2007).

Teenagers' purchases are still very dependent on their family money and decision (Bhattacharya et al. 2012). Moreover they give a big importance to what others think about them and this is reflected on the products they consume. They tend to consume products that ensure their socially desire persona. Young adults even though being more independent, are comfortable to have a second opinion before making their purchases, relying more in people closer to them like friends and family. The quality of the decisions will depend on the “advice quality” (Grønhøj 2007).

Some young adults characteristics in decision making have been identified across different cultures while others are unique depending on the country studied (Sporoles & Kendall 1986; Hiu, Siu, Wang & Chang 2001; Mishra 2010). Common characteristics include relating quality with price, trying to use their money the best possible way, get confused with too much choices, buy products

often by impulse, best brands are the most advertised ones, always following the most recent fashion, take positive attitudes by shopping and loyalty to favorite brands (Mishra 2010).

Young consumers have a big tendency and capacity to use internet in order to help them (Seock & Bailey 2008). Not only they regularly buy products online, but also use internet to search for useful shopping information. Examples are looking for a product with the best price/quality relation or search for any type of opportunity they can enjoy (promotions or discounts). Regarding loyalty, it seems that young consumers do not have a clear thought about what it means to be loyal to a brand. Their consumption behavior reflects a lack of loyalty even though most of them tend to say they have high levels of loyalty (Lodes 2010). Marketers need to analyze every factor that influences young consumers to gain worthy quality information about them.

2.2. Brand

American Marketing Association (1960) defined brand as “a name, term, sign, symbol, design or a combination of them to identify the goods and services of one seller or group sellers to differentiate them from those of competition”. Along the years this has been argued since the definition itself depends on whose perspective is being analyzed (Consumer, owner of the brand, stakeholder, etc.). A definition that tried to integrate different perspectives states that:

A brand is a mechanism for achieving competitive advantage for firms, through differentiation (purpose). The attributes that differentiate a brand provide the customer with satisfaction and benefits for which they are willing to pay (mechanism).

(Wood 2000)

Within all aspects associated with brand, extension (more specifically, cross-gender extension) and personality will be discussed.

a) Brand Extension

One of the ways companies use to enhance competitive advantage is brand extension - extension to a larger set of products or to additional customer segments. Although being an effective way to capitalize and leverage a brand, it can turn out to be prejudicial and damaging to the parent brand if not successful (O'Donnell 2008).

b) Cross-Gender Extension

Among the different types of brand extensions, we will discuss cross-gender brand extension - a brand that sells masculine products starts selling feminine products or vice-versa. This is mostly

“due to the unisex trend in consumer goods” (Jung & Lee 2006). However, it is not an easy task for a brand to attack a different gender, especially if the brand is already strictly associated with the other gender (Grohmann 2009). In others words, it is difficult “to translate this brand identity to the other segment (male or female) while staying true to his essence” (Veg & Nyeck 2007). Concerning gender differences, women tend to accept better gender extensions. This means that male brands that want to explore the female market have higher success probability than the opposite. Type of product category has also influence, with functional having a bigger acceptance than symbolic (Jung & Lee 2006). Others categories should not even try (Veg & Nyeck 2007). There are some important factors that a brand has to consider if it wants to do a gender extension.

- Pre-Steps

Before doing a brand extension, companies should see if their brand “has what it takes”. Some pre-steps are recommended to help evaluate the possible success of an extension: Yohn (2008) explains that a brand must have a deep brand identity to create a strong and credible position to consumers - “if a brand identity is a unique set of associations that define what a brand stands for, then a deep brand identity is one with associations that are profound and multi-layered”. To have depth of identity, a brand must be dynamic (be in constant update with macro environment), symbolic (have a symbolic message that goes beyond tangible representations), mysterious (still has much to show to consumers) and momentum (unique value while using its products). Furthermore and more specifically to cross-gender extension, brand must analyze its aesthetic and ethic gender, as well as the new gender that it wants to satisfy (Veg & Nyeck 2007). Consumers must accept the brand ideals and have a significant amount of motivation to try it; otherwise it may not be worth to extent. Monfils (2010) defended three recommendations for brand extension:

(1) The brand extension must [...] complement, endorse and/or build on the master brand promise [...], while offering something of relevance/interest to its audience.

(2) The master brand must (be able to) communicate a consistent and coherent message across medium, segment and audience (and this is irrelevant of the communication objective priority for any brand extension at the time).

(3) The brand extension must [...] stand on its own two feet; including NPD and in-market activity to remain competitive [...].

(Monfils 2010)

- Relation with Parent-brand

The relation between brand extensions with its parent brand is a topic already studied by many researchers (Iyer, Banerjee & Garber 2011; Laforet 2008; Bapat & Panwar 2009; Alex 2011; Sinapuelas & Sisodiya 2010; Arslan & Altuna 2010). The purpose is to understand how a parent brand can contribute to the success of an extension as well as what type of consequences a success/failure of an extension can have on parent brand. Iyer et al. (2011) suggest that a parent brand has always a positive contribute to the extension, whether by its attitude, attributes or both. It indicates that an extension failure “is likely due to a failure of execution of the extension strategy, or a failure to take into account the specific category conditions that would dictate the exact nature of the marketing associated with the new product introduction”. However, the overall brand image - linked memory associations that together define the perceived quality and attitude towards a brand (Keller 1993) - could be damaged due to an extension (Arslan & Altuna 2010). It is the way that consumer react and the connection of the extension with the parent brand (perceived fit) that will decide how the brand image will be affected. Therefore managers have to ensure they always relate the extensions with characteristics that define the brand in order for consumers to understand and see a relation between both (Bapat & Panwar 2009).

Moreover the brand equity also influences the success of an extension (Laforet 2008). The fact that “a company’s existing consumers are more likely to accept and try the new brand extensions than new customers” indicates that brands with bigger equity and awareness will have an easier task leveraging an extension. But bigger brand equity also means bigger negative impacts on brand image in case consumers react badly to an extension. Hence in case of extending a brand in the same product category, a better solution would be a “strategy using a different brand name, or even a sub-brand, rather than the parent brand name in order to avoid dilution of the image of the parent brand” (Arslan & Altuna 2010). All of this facts lead to the importance of parent brand in an extension decision and consequences, as Alex (2011) quotes “the standing of the core brand is the key to the success of Brand Extension (BE).”

- Relation with Brand Loyalty

Brand loyalty is also an important factor on the willing to accept an extension .This results in a lower probability for customers to create doubts about the extension benefits since loyal customers have a considerable trust for the brand already (Laforet 2008). A costumer buys a product/service and makes its own judgment of it, deciding if product qualities overpass its own expectations. If this is confirmed, then customer gains trust in the brand and, eventually later,

loyalty. Thus the challenge relies in continuing to satisfy above customers' expectation so they retain loyalty in long-term (Ahmed, Sandhu, Zulkarnain & Gulzar 2011). However even by succeeding to overcome consumer expectations and create brand equity, it does not mean consumers will not try other product substitutes (Alex 2011). Brand loyalty by itself may not be sufficient. Therefore it is important when making an extension to offer a product with attributes/benefits different from close substitutes, making switching costs higher.

- Product Involvement

Product involvement has also impact in brand extension, especially in what relates to extension advertisement (Nkwocha, Bao, Johnson & Brotspies 2005). Before doing an extension, companies should evaluate the level of awareness and image their brand has, since this will influence consumer purchases (Ramkhamhaeng, Alsua & Ramkhamhaeng 2010). For high-involvement products, the capacity for consumers to make an easy recognition towards a brand and its attributes plays an important role in its consumption probability. For low involvement products the memory associations of a brand linked with high quality and positive attitude helps to choose it among others. This confirms the idea that in low involvement products "quality of a brand is the first and dominant factor to choose a brand, whereas price and packaging are considered as second and third reasons to make choice for a brand respectively" (Mohammad et al. 2011 Part II).

Advertisements more oriented to the emotional side tend to work better for low involvement products (Geuens, Pelsmacker & Faseur 2011). Showing that by using a certain product a person could gain attributes to achieve its ideal self-concept is an example of an emotional oriented promotion (Malär, Krohmer Hoyer & Nyffenegger 2011). Concerning extension advertisements, the relation between the extension and the parent brand should be emphasized in promoting low involvement products (Nkwocha et al. 2005). On the other hand, specific characteristics and benefits should be the priority with high involvement products.

c) Brand Personality

Many researches have done and continue to do studies on the different type of influences brand personality has, or in other words, how human characteristics associate themselves in brands (Aaker 1997; Maehle, Otnes & Supphellen 2011; Grohmann 2009; Freling, Crosno & Henard 2011; Park & John 2010). The most popular and frequently used framework to understand the personality of a certain brand is from Aaker (1997) where he explained that a brand can be described as sincere,

exciting, sophisticated, competent or rugged. Using this framework, a lot of researches found different perspectives. Park & John (2010) understood that “consumers with certain implicit beliefs about their personalities, entity theorist, were affected by their brand experiences, resulting in more positive perceptions of themselves on personality traits associated with the brands they used”. Moreover it was understood that consumers relate aspects to brand personality in ways beyond brand benefits, like functional and experimental benefits (Maehle et al. 2011).

New frameworks and scales were also created to measure other aspects of brand personality. Masculine and feminine brand personality scales (MPB/FBP) provide insights of consumer behavior when a certain gender is attached to the brand personality (Grohmann 2009). It has been confirmed that “gender dimensions of brand personality influence affective, attitudinal and behavioral consumer responses positively when they are congruent with consumer’s sex role identity and thus enable consumers to express an important dimension of their self-concept”. Freling et al. (2011) created a way to measure brand personality appeal (BPA). By measuring different dimensions (*Favorability*, *Originality*, and *Clarity*) one can understand how relevant and strong a brand personality is for consumers, influencing their consumption. Although all three are important, *Favorability* has a superior significance, followed by *Originality* and *Clarity* in last.

Different marketing concepts are also influenced by brand personality. Regarding product involvement, consumers look for association with their own personality traits in high products involvement. However when the involvement is low the products emphasizing attributes of the ideal self-concept are more demanded (Malär et al. 2011). In brand extensions, “the fit between gender dimensions of parent brand personality and gender perceptions associated with the extension category enhances extension evaluations and purchase intentions (Grohmann 2009). Loyalty is also influenced by certain brand personality attributes (Lin 2010; Balakrishnan, Lee, Shuaib & Marmaya 2009) where “competence and sophistication can effectively boost customers’ true loyalty toward the brand”.

3. Case Study

3.1. Brand Background

Unilever introduced the brand *AXE* for the first time in the year 1983 in France after the success of their brand named *EGO* in South Africa. It was the first product with the concept of perfumed body spray which substitutes deodorant and cologne in only one product. *AXE* core target is adolescent/young adults (between 16-25 years old) that are looking for a product to boost their self-confidence, masculinity and power of seduction/attraction. Better capacity to attract women has always been the main characteristic of *AXE* personality. This is evident from the use of black as the main color in every bottle (symbolizing meanings like power, mystery and sexy) always combined with a trendier one (e.g. gold, shock blue), and by the original and provocative types of promotions used by the brand (Exhibit 1).

AXE spread rapidly through all Europe (1985 in Germany and England) as well as through the rest of the world: Latin America (1985 Brazil and Argentina), Asia (1999 in India), U.S.A and Canada (2002). Due to trademark problems, *AXE* is commercialized in United Kingdom, Ireland, Australia and New Zealand under the name Lynx. The brand is sold in more than 60 countries, being leader in men deodorant market in several Latin America and European countries, while increasing its popularity in U.S.A and Asia (market leader in India⁷).

In 2002 the distribution of *AXE* products in U.S.A and Canada used the slogan “The *AXE* Effect”. The idea behind was that “any guy using *AXE* products could date a woman who would otherwise be out of his league” (Exhibit 2). It was a simple and clear message that generated an enormous desire in males (mainly insecure ones which are *AXE* main target), who saw in *AXE* an opportunity to get the girls they dream about. It was an immediate success, particularly in U.S.A⁸, where young consumers were blinded with the brand’s message, spraying all their body with *AXE*. Using this slogan, *AXE* started its globalization plan, trying to extend the message to every young consumer in the world. Results involved:

- (1) The change of the brand name *EGO* to *AXE* in South Africa.

⁷ Source: <http://www.hindustantimes.com/business-news/Features/Scent-of-a-man/Article1-614324.aspx>

⁸ It became the n°1 No. 1 male brand in the total antiperspirant/deodorant category, earning Unilever \$71 million in sales in 2006 (\$50 million more than its closest rival, Tag). However the brand had also to solve the problem to be seen by most college and high school males as the brand for “losers” Source : <http://www.theatlantic.com/business/archive/2011/10/can-a-commercial-be-too-sexy-for-its-own-good-ask-axe/246863/>

(2) Visual modifications: reformulation of the deodorant bottles (Exhibit 3) to a more conservative style and giving small modern touches to the shape and contours of the logo (Exhibit 4).

(3) The launch of a new global fragrance every year under a “consumer connecting concept”. Behind every launch there is a structured plan, a customized type of research called “consumer connecting concept” executed to understand what will be the new scent and how will it be promoted⁹. Following the analysis of the results, the brand works with famous experienced perfumers all over the world in order to develop and reach the desired scent¹⁰.

(4) Global standardized promotions of every AXE product launched. This ensures everybody sees the brand’s message in the way the company wanted to show it, avoiding confusion between consumers seeing different promotions of the same product in other countries and getting a different message.

Following the globalization plan the brand started to extend to different products. In 2004 anti perspirant and deodorant sticks started to be distributed. In 2005 AXE launched its first shower gel, extending to another category of personal care products. AXE Hair was launched in 2009 bringing shampoos and air style bottles to the product family of the brand (Exhibit 5). The company also uses a scent “expansion / standardization” strategy. Whenever a new fragrance is launched, it is normally expanded to all other type of products (Exhibit 6). It is a strategy that allows an effective management of each launched fragrance by extending and enjoying them as much as possible.

In the beginning of 2012 AXE decided to expand its success product onto a new target: launching for the first time a body spray for women.

3.2. Original and Audacious Communication

One of the pillars of AXE success relies on how the brand communicates with its target. The results are evident: great impact, positive word of mouth among young consumers, many

⁹ Alison Zelen, ex- Director of Consumer & Market Insight at Unilever refers that with this research “the brand team really gets who this person is they're marketing to ... pretending to be the consumer and do what they do ... so we can get off the drug of market research and numbers, and ... make decisions”. Source : <http://web.ebscohost.com/bsi/detail?sid=27e4a0c0-1432-4ebd-afe2-7feed1a4b0b3%40sessionmgr4&vid=1&hid=19&bdata=JnNpdGU9YnNpLWxpdmU%3d#db=bth&AN=23064768>

¹⁰ The brand also launches from time to time limited editions of a fragrance associated with a certain subject (e.g. *AXE Summer limited edition*)

advertisement awards (Exhibit 7). There are several important factors associated with AXE communication that differentiate it from competitors:

(1) The power of the global slogan : The slogan “The AXE Effect” created a theme for the brand which allowed them to have totally freedom in creating different stories for each fragrance launched but always promoting the same message - guys that spray themselves with AXE attract girls in any type of way. Even for other AXE products that uses different slogans (“Get dirty” for AXE shower gel and “get some Hair action” for AXE Hair) the promotions and the final messages are still consistent with the global slogan (Exhibit 8). Dr. Zakir Karim, Head of Marketing Personal Care in Unilever *Jerónimo* Martins, points out that the slogan “is a brand asset that allows it to build its own territory and consequently leverage.”¹¹

(2) Mixing Originality, exaggeration, sensuality and humor: In one simple sentence: AXE is a brand that does not take itself too serious. Chocolate men being eaten by girls or angels falling from the sky because they cannot resist AXE scent are some of the stories already created to promote its products. All promotions have the same story line but rely on different contexts. The promotions always create buzz among consumers whether positive or negative. The originality goes beyond the typical media presence. Depending on the country and its young consumer trends, AXE tries to promote out of the box, unusual campaigns (e.g. AXE Patrol or Ilha do Jeremias)¹². Therefore it is almost automatic for people to associate the brand name whenever they see a promotion with this type of characteristics. Irrespective of some potential negative word of mouth, this is the way AXE wants to be seen.

(3) Use of different media and interconnection among them: AXE is well known to use all media vehicles and link them to ensure a clearer picture of what the promotion is about whenever a new fragrance is launched¹³. The brand makes a big amount of research concerning which type of media is their target usually exposed to and then selects precisely where to promote (e.g. which magazines; which websites to put the banners). In this context, they continuously search and analyze new market tendencies in order to catch the attention of its audience (e.g. applications for smartphones).

¹¹ Interview made with Dr. Zakir Karim of Unilever *Jerónimo* Martins being the source of all his comments

¹² Appendix C shows detailed examples of AXE unusual promotions

¹³ The best way to exemplify this linkage is by describing a promotion undertook in 2006 for the fragrance *Click*. It is explained in Appendix D

However, “not everything is easy” in *AXE* communication. The generic idea that the brand is always promoting - the power of man (using *AXE*) on women - has created controversy among certain groups of people. Where *AXE* defends that their commercials are meant to be humorous, feminist groups claim that the brand declines the self-image of women, creating the sense of objectification and “sexual behavior” of women in the promotions (Exhibit 9). Consumers are worried how the brand is inducing negatives aspects on how to interpret female sexuality. Thus, not only women but some male consumers as well are against the brand ideals, since it transmits the idea that success and power in a man derives from how much he is admired by women and from how many girls he dates. Moreover *Unilever* has also been criticized due to the controversy between some of its brands (*Dove* and *AXE*) advertisements¹⁴.

Irrespective of all controversy, *AXE* communication is an example of how a brand selling low involvement products can be successful by communicating with its target in different and creative ways.

3.3. *AXE* in Portugal

In the Portuguese market *AXE* is focused in its global core target - young male consumers between 16 to 25 years old. However the biggest consumers are young teenagers (13 to 15 years old) and adolescents (16 -18 years old). The reason for the communication to be oriented to the young adults segment derives from the “aspirational effect” – younger consumers want to behave like the older ones, so they buy products which make them feel “like a man”. In any case, the adult segment (after 25 years old) also plays a role in sales as “some of them stay loyal to the brand for more 20 years”, stated Karim.

The Portuguese deodorant market value has been growing over the last years, increasing 3,1% from 2005-2009. Among all segments, the body spray is the one with a higher increase, evolving from 1% of market share in 2004 to 17,7% in 2010 (a number that incorporates a reduction from 2008, where before the recession, it attained a maximum of 18,6%), followed by the roll-on

¹⁴ The most polemic was derived from onslaught advertisement (2007): *Dove* promoted that women should love their body the way they are and not be influenced by all beauty industry. However *AXE* always promotes beautiful, sexy and thin women being always seduced by men using *AXE*

segment, which increased from 30,0% to 38,9%¹⁵. This clearly shows that a relevant number of Portuguese consumers changed their habits concerning the type of deodorant they prefer.

AXE is a successful brand in the Portuguese deodorant market. It is normally the third or fourth brand (depending on the month) regarding monthly sales. However, looking only to men's market side, it is the second one, only below Nivea, having around 20% market share. In Portugal, *AXE* is distributed in body spray and roll-ons¹⁶.

Inside *AXE* range of products, the most popular between Portuguese consumers is the body spray (80%), being the fragrance Dark Temptation the more requested. But, as Karim mentioned, the preference for body spray does not rely on the efficacy of removing bad odor - "Portuguese people are not totally aware of the concept of body spray, instead they buy mostly because of the perfume." This goes along with the idea why teenagers like *AXE*: to stay smelly and fresh in school. Karim explained "Portugal is not a country privileged in terms of money, so most kids are not going to school every day using Calvin Klein One or Emporio Armani. Instead they can use *AXE* as their perfume." Likewise, *AXE* body spray is more expensive than other deodorants (normally around 5 €) since it substitutes both cologne and deodorant.

AXE marketing mix variables are mostly decided by international managers. Being a global brand, Unilever fosters to maximize economies of scale. Everything is dealt the same way in each country. Differences lie in the way each country uses communication/media to promote the products. Each brand country subsidiary needs to: analyze the promotions that were created, choose some and adapt them according to the country's consumer characteristics (e.g. tags, claims). Some communication vehicles, like outdoors, points of sale, radio and digital campaign are normally done locally. Portugal for instance strongly invests in digital marketing: constant updates in social networks (e.g. new videos, comments or pictures) and in the official Portuguese *AXE* website¹⁷ (Exhibit 10).

Building on its position in the Portuguese market, *AXE* constantly tries to reach and understand its target by creating more effective ways to approach them. When asked to describe *AXE* the simplest way possible, Karim quickly answered "young, irreverent and audacious."

¹⁵ Source of deodorant industry profile in Portugal :DataMonitor

¹⁶ Due to a company decision, *AXE* anti-perspirant and sticks are not sold in Portugal

¹⁷ In their website(www.efeitoAXE.com), a man can look for the *AXE girl* of the month, post videos, play games or experience a simulation to see which is the proper fragrance for him

3.4. AXE Anarchy

The year 2012 had just started when AXE launched a new fragrance called *Anarchy*. It was the first time in AXE history that one version for woman was being marketed along with the masculine version. The female version is only available in body spray while male version extends also to deodorant, anti-perspirant, shower gel and 2-in-1 shampoo + conditioner. AXE is the fourth brand in Unilever personal care portfolio to make a cross-gender extension. The feminine version was launched as a “limited edition”.

The brand has created a new history with *Anarchy*, giving a part of AXE seduction powers to women. According to Facebook database, of all AXE 2.3 million “likes”, around a quarter are by women - “We’ve heard over and over that girls want their own AXE product - so we made one for them” specified Kyle Marancos, Brand Building Manager of AXE at Unilever Canada¹⁸. Indeed females now even have their own AXE scent - while having the same fragrance name as the male version, both scents are totally different¹⁹. The different scents purpose is linked with the story created, as “when both versions are combined, the *Anarchy* is created”, explained Karim.

The promotion around *Anarchy*, just like previous AXE products launchings, is characterized by originality, humor, lot of sensuality and a structured plan between all media vehicles. With the slogan “Unleash the chaos” the background story is when a man and woman are using *Anarchy* they automatically attract each other and stop doing whatever they were doing, provoking the chaos. The promotion went through different type of media²⁰: internet, television, newspaper, magazines, points of sale, outdoors and cinema (Exhibit 11). In all promotions the brand tried to give a realistic sense of how *Anarchy* effect was creating a chaos all over the world, turning into an unstoppable epidemic (Exhibit 12). The Portuguese AXE subsidiary created an intense communication in one day

¹⁸ Source: <http://www.newswire.ca/en/story/917149/axe-unleashes-anarchy-in-canada-with-first-ever-female-fragrance>

¹⁹ AXE American website describes feminine version as “a mix of sparkling fruity notes, soft florals and a light finish of sandalwood, amber and vanilla”, while male scent “is a rich, oriental-inspired fragrance that boasts fresh fruit notes, alongside sandalwood and white amber”

²⁰ During to the purpose of this thesis, the description of the promotion is based in the one made in Portugal

and calling it “the chaos day”²¹. More internationally, an online graphic novel was created where registered fans could decide what would happen next and even have a role in the story²².

Being the first introduction to both genders, *AXE* gave a considerable importance on how to present the product to consumers. The videos were carefully made in order to pick up the attention of both genders. David Kolbusz, a creative director at Bartle Bogle Hegarty (company responsible for *AXE* advertisements) in London, explained that men actors had to be better-looking than in previous *AXE* advertisements (that were normally average-looking men) to have a better equilibrium between sexes in the mating game²³. It is clear that the brand does not want to create the idea that *Anarchy* is for insecure people (maybe because women do not appreciate that type of products). Moreover in point sales the brand considered to be wiser to distribute first only the male version and after some time the female version.

One of the main reasons for the cautious distribution and communication plan relies on the concern around *AXE* male consumers’ reaction. A global research was made to understand their opinion over the launch of a female product²⁴. In general men accepted it as long as it represented just another chapter of the brand history. Otherwise, if it is something to stay over the long term, their perspective towards the brand may change. For Karim this is normal, “*AXE* was a world where only men were allowed, so it is common for the more fanatics to feel it as an invasion and get disappointed.” Consequently where some saw a nice idea and even bought a bottle for their girlfriend, others found offense, even under limited version tag. In Portugal the early feedback (right after the launch) about the campaign and the product was positive “but it’s still very early to say whether it was a success or not” Karim cautioned, “we need to give it some time to see if the idea sticks or not.”

On the other hand, women acceptance is another issue *AXE* wants to evaluate. The ADN of the brand, totally directed to men, has received a great deal of female complaints in the past. Now for the first time, women can buy an *AXE* product specifically made for them. The success and the possibility of permanence of women in the brand need to be carefully evaluated.

²¹ See appendix E for a better description

²² Among the fans that participate with comments in the graphic novel, *AXE* chooses some of them and creates their own BD character. They would include them latter in an episode of the novel (<http://www.youtube.com/watch?v=ttnPGpDu3xg>)

²³Source: <http://www.nytimes.com/2012/01/09/business/media/AXE-adds-fragrance-for-women-to-its-lineup.htm>

²⁴ Source: *Unilever Jeronimo Martins*

4. Analysis of the Results

4.1. Quantitative Results

After cleaning up data/deleting non-complete surveys, the results of the survey were analyzed with the statistical program SPSS (Exhibit 13). Concerning demographic characteristics, the respondents' profile shows moderate dispersion. Regarding their behavior as consumers, women preference about type of deodorant is clear, with roll-on as their choice (73,4%). Roll-on preference is one obstacle for them to try *Anarchy* since the product is only available in body spray version. Their reasons to buy a deodorant rely mostly in Efficacy (37,3%) and Scent (35,9%), (although Price and Product Composition have also considerable strength, 11% and 8,2% respectively). This is a mix of pros and cons for *Anarchy*, where preference for scent plays in favor²⁵ but efficacy and price against. The perfumed body spray concept of *AXE* is well-known by its intense and original scent, but as it replaces two products it one the price is higher and the efficacy as a deodorant is reduced. Among the three sample preferred brands, two are from *Unilever*. Dove and Rexona are the first and third respectively (adding up around 47%) while Nivea is the second one, showing *Beiersdorf* as the biggest Unilever competitor²⁶. The influence of *Unilever* over how women see *AXE* seems negligible. Comparing women likeability over *AXE* before and after knowing that it belonged to *Unilever* shows a mean shift from 4,45 to 4,42. It appears knowledge of *AXE* being part of the company's portfolio does not have significant influence. The familiarity with the brand is also on neutral levels (mean =4,18) giving the sense that women know what is the brand *AXE* and recognize it, but do not know further details about it. This is normal since the brand was just introduced in women's market.

Table 1 - Consumer behavior in deodorant market

Characteristic	Frequency	%
Type of deodorant		
Roll On	334	73,4
Spray	96	21,1
Aerosol	2	0,4
Crème	6	1,4
Stick	17	3,7

²⁵ Plays in favor since *AXE* is known by creation of good scents, although the fact of being so intense could create the opposite reaction

²⁶ In 2010 *Beiersdorf* was the Portuguese market leader in deodorants having a 22,4% share while *Unilever* had 21,5%. Source: Datamonitor

Reasons to buy a deodorant (respondents could choose maximum 2)

Efficacy	315	37,3
Scent	303	35,9
Price	93	11,0
Composition	69	8,2
Brand	44	5,2
Other	10	1,1
Convenience	8	0,9
Recommendation	3	0,4

Deodorant change

Seasonally	170	37,4
Regularly	170	37,4
Never	115	25,2

Concerning *Anarchy* female version, although an average number of respondents are aware of the product (54,1%), only 17 women have already tried the product. This should not be considered a negative point since the campaign of the *Anarchy* female version was launched in Portugal in the beginning of February. Therefore *Anarchy* hit the shelves only 1 month and half before the online questionnaire was active. Regarding women that already tried the product, it is a group that changes regularly of deodorant (12 out of 17) and in general are very satisfied with *Anarchy* (mean of satisfaction = 6,0).

Nevertheless, people in general seem to be suspicious to try the product as the mean of the probability of using *Anarchy* is 4,05. Making a cross-tab it was possible to recognize that people more willing to try/use (≥ 5) are the ones that are tired of using the same deodorant (39 out of 95 choose “*tired of using the same product*” as the reason to change deodorant) and the curious ones (68 out of 140 choose “*like to try new products*” as the reason to change deodorant).

A profile of potential female *AXE* consumers was done through a cross-tab between demographic characteristics and probability of using *Anarchy*. Women between 17 and 20 years old have higher probability of using the product²⁷, having 84 out of 182 respondents above the neutral

²⁷ It is also on this age range (17-20 years old) that most of the women in the sample that already used *Anarchy* are included (12 out of 17)

level (≥ 5). Concerning social status and occupation, a single women (45,4% indicated ≥ 5) studying in high school (47,1% indicated ≥ 5) has more predisposition to try *Anarchy*. On the other hand, 21-25 years old females having a relation and studying at the university (taking the Bachelor or Masters) seem to be divided whether to try *Anarchy* or not. Both extremes have very similar scores (e.g. age 21-25 - 37,6% chose ≤ 3 and 40,3% chose ≥ 5).

A factor analysis was performed to prove the consistency of the brand personality appeal framework²⁸. It was created with 9 items (after taking the variable “Reconhecimento” to increase reliability) and passed in factor analysis pre-steps (to evidence it was credible). The Rotated Component Matrix proved that each variable available matched each dimension (factor) of the framework: *Clarity*, *Originality* and *Favorability*.

Table 2 -Factor analysis of brand personality appeal dimensions

Variables	<i>Favorability</i>	<i>Originality</i>	<i>Clarity</i>
Perceptibilidade	,142	,044	,901
Prazer	,820	,222	,123
Vulgarização	,276	,747	,047
Atracção	,793	,290	,172
Negativo/Positivo	,813	,281	,253
Vaga/Bem Definida	,338	,260	,650
Desejo	,812	,273	,225
Previsão	,239	,849	,163
Mais do mesmo/Diferente	,261	,807	,144

The reliability of each dimension group of variables was analyzed. While *Originality* and *Favorability* were strongly reliable (0,807 and 0,897 respectively), *Clarity* had low values (0,566) giving the idea that respondents did not totally understood the meaning behind *Clarity* variables. Each factor score was calculated with the technique *Unit Weighting of Items*. *Clarity* is the dimension

²⁸ In SPSS, the creation of 3 factors was forced

better explained of AXE personality with 5,68, followed by *Favorability* (5,27) and *Originality* (4,87) in last. It appears that most women²⁹ (especially the ones that want to *try Anarchy*) get a clear picture of the brand when they see AXE products and communication, recognizing it from the other ones. Also with high values, female see AXE in a positive way, perceiving it as satisfying product / concept, with no negative judgment. This is important since AXE (as already mentioned) has some conflicts with certain consumers and feminist groups because of the ideals it defends and suggests in its communication. However women do not perceive the brand as distinctive between competing products in the same category. A possible reason could be because of the brand being born and developed exclusively for men, creating its products and communication by studying their desires, needs, customs, tastes, awareness habits, etc. Though none of the dimension achieved low scores, the power of *Clarity* could be questionable since it was not considered adequately reliable.

It was important to understand which dimension better describe AXE personality appeal for potential female AXE consumers. Consequently a comparison of means was made between each dimension and all seven points of the “*probability to use Anarchy*” scale. For women that indicated “*very high probability of trying*”, *Clarity* (6,11) had the uppermost value followed very closely by *Favorability* (6,07). This could be useful for AXE since it reflects the dimensions that create more appeal in the female consumers who want to try the product.

4.2. Qualitative Results

The study was conducted in two parts – one to understand male familiarity with AXE, the other to understand their reaction to *Anarchy*. It is important to note that from the three focus groups³⁰, only one (17-19 years old) was formed with regular users. The other two had males that had already tried AXE products, with few still using.

In each focus group there were similar ways of thinking concerning some points of AXE as well as some clear differences. The similarities were confirmed in all age segments. The most common used words to describe AXE were *materialistic, irreverent, exciting, seductive and long-lasting*. This mutuality was also seen in other aspects: AXE products already used (body spray and

²⁹ Only to respondents that in the online questionnaire indicated to be at least a little familiar with the brand AXE (≥ 2). Otherwise, the survey would not present the brand personality appeal questions.

³⁰ In order to be easier to read and interpret, the 13-16, 17-19 and 20-25 years old groups will be called teenagers, adolescents and young adults respectively

shower gel)³¹, message taken from the promotions (always the same in all fragrances launched - you use AXE and you get more girls and more easily) and AXE communication main vehicles (television, outdoors, events and clubs).

It should be highlighted that offering samples of AXE body spray in events (e.g. Rock in Rio) and clubs was the promotion interviewers confessed that created more awareness and desirability around the brand. Some of them began buying AXE products regularly because of that *"I remember that after Rock in Rio, everybody started to take the samples to the gym and subsequently bought the original bottles, even me!"*

The dissimilar beliefs around AXE are spotted in the frequency of usage. This is evident in interviewers' views of the brand's advantages/disadvantages: regular users like the fact of the fragrance being so intense and find it effective, while non-regular users think the opposite.

Moreover regular users consider themselves loyal to the brand although only to the body spray. If they also buy the shower gel *"it would be too expensive, my mother does not allow me."*

Anarchy was still not used by any of the interviewees though in general they had knowledge about its existence (but did not have an automatic association, only after showing the television advertisements). For them, *Anarchy* is inside the whole AXE concept but this time giving also an important role to the feminine gender. Whereas the attitude of the brand is understood by everyone as a way to look for new consumers, they have different perceptions on why and how it will work. Overall while some think it can have some success, the general idea is that women will have some barriers to use it.

Concerning *Anarchy* communication, all interviewers found it attractive for men but disagree on being a good approach to make women consume the product. One of the groups came to a conclusion that reflects a common feeling in all groups:

"Anarchy promotion story line is typical AXE, besides the fact that before, men were conscious of what they were doing and this time, both sexes are totally unconscious of what is going on around them. It shows a lot of sexuality and how strong the scent is in both male and female fragrance - everybody stops doing whatever they are doing just by smelling the opposite gender fragrance. That is two things Portuguese women will not like since they are very restricted with sexual themes and prefer more discrete type of personal products. If a girl starts using AXE everybody will notice and may 'tease on intentions."

³¹ Products more easily remembered: Body spray – AXE Dark Temptation; Shower gel : AXE Guaraná

When questioned about how could this affect their loyalty, in all focus groups (regardless of age and behavior as AXE consumers) the answer was simple: It would not be affected. The general reason is clear on this regular user commentary: *"I always used AXE products because of their quality and smell not because of the concepts transmitted through their promotions. Whether the brand targets girls or starts selling shoes, I will continue to use it."* Their overall reaction was indifference.

Regarding the feminine version being limited, interviewers thought it was just a way for the company to protect themselves if the feminine strategy goes wrong. At the same time it seemed an intelligent way to make women think they have something more exclusive.

As final comment, both teenagers and young adults changed a little bit their perception and idea towards AXE since they did not understand that the body spray had the objective to substitute cologne and deodorant. In the end all of them wanted at least to try the product (especially the adolescent group) being the main reason to see it they like the smell of *Anarchy*.

5. Conclusions & Recommendations

Three key research questions were meant to be answered through this project around the brand *AXE* and its latest fragrance *Anarchy*. The answers and subsequent recommendations are discussed in this section.

5.1. Key research questions' answer

(1) KRQ - ***Why is AXE launching now a product for women?***

Through the analysis of the brand and the interview with Zakir Karim of *Unilever Jerónimo Martins*, two main and correlated deductions were established.

- Women's concerns/potential were already in *AXE* mind

A female fan community around *AXE* existed for some time. Women, mainly through social networks, were showing how much they like the brand and their desire to have their own scent. Hence, *AXE* wanted to show to their feminine public that their wishes were being heard. Not only research was made to these women but also to *AXE* core target, men. Male feedback worldwide was sought out in order to check any possible negative impact that a female *AXE* version launch could have.

- *Anarchy*: the new story of *AXE*, how will it end?

Ever since *AXE* initiated its globalization plan using the global slogan "The *AXE* effect", the brand is trying to tell "a different story" each time a new fragrance is launched. Generally the promotion around each story continues until the introduction of a new scent, where previous story communication period ends and only related products continue selling. *Anarchy* was included in this scheme, with the brand realizing it would be interesting to give for the first time a slight *AXE* effect to women and equilibrate the mating game. In this case, not only the story is scheduled to end but also the female version of *Anarchy* was launched as a limited version. This was backed by men's opinion taken from the research: *Anarchy* is a positive move, does not offend them and could even be nice (e.g. give to the girlfriend), as long as it didn't last. An idea also well enlightened by Karim "unless the sales for women are outstanding worldwide, the idea is for *AXE* to continue to be an exclusively men's brand".

(2) KRQ - ***How will women react and perceive a product that came from the masculine brand AXE?***

The online survey results certificate the main issues around this question.

- Smelly and efficient roll-ons is what women want

One of the main aspects to point out is the fact that Portuguese women have a big preference to use roll-on. Last years' increase of body spray usage in Portugal might be due to the opposite gender³². This roll-on preference could be linked to the overall probability of using *Anarchy* being neutral. There could be some women willing to sacrifice the roll-on option to try *Anarchy*, but the majority seems to refuse to change to another type of deodorant. Additionally although Scent is the second most important motive to buy a certain deodorant, efficacy and price are the first and third causes, respectively.

If this tendency for roll-on preference is confirmed to be and AXE wants to explore the feminine market, it should seriously consider the creation of a roll-on version for females.

Brand prestige does not come out as an important aspect for women (even product composition is more significant). This idea was evident since while most of the sample did not know AXE belonged to *Unilever*, their likeability about the brand did not have significant changes after that acknowledgment.

- AXE: women recognize and found it positive, but it is more of the same

Women believe *Originality* is the dimension that describes best AXE personality and have therefore, a clear picture about the brand. Furthermore high values and reliability of the dimension *Favorability* prove that Portuguese female consumers are not going to refuse to buy AXE products even if it always promoted a specific feminine prototype (the one that cannot resist to guys using AXE). The dimension *Originality* is the less clear in the brand personality. Eventually women are not as well impressed as men about the sexuality and/or strong scents that characterize AXE.

Giving the results of women perspective about personality appeal, it looks like the brand still has more research to do about *Anarchy* female segment. In one hand, although *Clarity* and

³² The size of the sample and the fact that not all age feminine segments were catch can be limiting this affirmation

Favorability have good levels, they could still have some improvement. On the other hand and with greater priority, *Originality* - which was always something men characterized AXE strongly (e.g. answers in the focus group) - has to evolve in women's eyes. Brand personality appeal creates more purchase intentions when all dimensions have higher values. While the one with higher implication has positive scores, the less important has the highest scores and second the lowest.³³

- *Anarchy: slow numbers but good reaction and opportunities*

While around half of the sample already knew about the existence of “*Anarchy* for her”, only few had already used the product. This reality should not be considered negative. First the overall satisfaction was very positive meaning that the women that used it really liked the product and so have high probabilities of continuing to use it. Second AXE was until the beginning of 2012 exclusively for men so the knowledge level about the brand in women is still weak³⁴. The product still needs time “to breath” in order for women to gain awareness. Only then can it be decided if it will be successful or not.

(3) KRQ - ***What type of issues will men raise with both gender versions of AXE?***

Interpreting and combining each group dynamics' discussions lead to a clarification on this question.

- *Everybody knows AXE but only the true followers understand it*

AXE seems to be a well-known brand around Portuguese males though is not a brand constantly used by everyone. It appears that AXE adoption is done on an early phase (13-16). Thus, AXE life cycle follows the expected routine: males get aware of the brand at early age and have a trying desire. The ones that like it continue to use it in their adolescent phase. When they begin turning into adults (usually before 25, the end of the brand core target range), there is a significant trend to change and begin using more regularly the combination of a quality perfume with a softer deodorant.

Body Spray and shower gel are the only products mentioned being used. Interesting enough, a lot complained about the intense smell of the body spray. Only regular users knew about the perfumed body spray concept. The knowledge about the concept appears to be an important issue

³³ Importance Levels in Brand Personality Appeal : *Favorability > Originality > Clarity*

³⁴ The neutrality over the whole familiarity with AXE proves this matter

since all the non-aware changed their opinion about AXE fragrances positively (or at least were clarified why is the smell so intense).

- *You went out yesterday? Did you receive an AXE sample?*

In terms of communication, despite the fact television and outdoors are where consumers see most of AXE advertisements, the vehicles that seem to have bigger effect to create desirability are promotions around events and popular clubs. In different groups more than one person confirms that offering samples is an effective way to create awareness and potentiate regular consumers for AXE.

Offering samples of *Anarchy* with the concept theme behind (interviewers showed great appreciation about it) seems to be an effective way to promote AXE for men and eventually for women too. Portuguese women have the custom to change deodorant and the main reasons are being tired of the same product and curiosity to try new products. Adding to this is the fact that from the sample results, the typical segment that has higher probability to buy *Anarchy* are single women from 17-25 (especially from 17-20) which is the group that usually goes more regularly to clubs and festivals.

- *Men's opinion over Anarchy: guys will like it, girls I have some doubts*

Even though nobody in the focus groups had tried *Anarchy*, men interest seems to be high, especially after knowing more about the history behind the fragrance. Contrariwise, men don't seem to believe on the success of *Anarchy* for women, feeling the communication used is non-effective on them. In other words, Portuguese women in men's eyes are very detached to "show-off" products³⁵. All of them seem to agree that the approach for women should be more aligned to their likes and separated from men's promotion.

- *Nobody cares that AXE has a product for women*

Loyalty to AXE among male consumers does not appear to have any problem in Portugal since all interviewers (and mainly the ones that called themselves loyal to the brand) do not see any problem or potential consequence on their attitude towards AXE. The reason lies on the non-interference with what they really like about the brand: quality, efficacy and pleasant smell (although intense).

³⁵ Therefore the sensuality and intense smell around *Anarchy* could make them step back of trying the product

5.2. Main Outcomes

The research done over this case study gave some insights regarding the next steps the AXE should take with *Anarchy* in Portugal.

Males' feedback was generally positive. The smells' combination concept seems to create enough appeal for men to try *Anarchy* (in both regular users and non-regular users). Furthermore, the introduction of an AXE female version does not bother men, although they do not believe in its success.

Women's view is more uncertain. While the ones that already tried really enjoyed *Anarchy*, the fragrance is still unknown for a good amount of females. Additionally there are some points that play against AXE: Portuguese women have a big preference for roll-on; they were not impressed with the brand communication around *Anarchy* (not finding it original), reducing the appeal to try it.

Something appears to be lacking in *Anarchy* communication as indicated by low levels of product knowledge and consumption in both genders. Even following the same routes of the past fragrances successful promotions, one feels that an impact tool is missing. The chaos idea "died" fast. The idea to create the promotion like a "daily new" was interesting and provoked curiosity around consumers. But like every news, it fades fast in people's head. Since this fragrance brought more than just a new smell to the company, it would be important to create a sticky idea like the click phenomenon or the chocolate man³⁶, both with huge success in Portugal (dark temptation continues to be the favorite fragrance).

Based on the conclusions from the research, a more direct approach with customers could lead to better results. Offering samples in festivals and clubs seems to be an interesting way according to men's feedback. A suggestion could be: place 10 young adults (5 men and 5 women) using *Anarchy* offering samples (men offered to girls axe female version and girls vice-versa) in a festival or outside a club. This could be an effective way to make people try the product and play with the concept of smell's combination (creating the chaos). Also if successful, it could create the impact tool that AXE sought.

Moreover, if the brand wants to create greater impact in women, this proposition could not be enough. While the development of a roll-on feminine version is a decision that must be decided at AXE headquarters, there are a couple of issues where the brand subsidiary in Portugal might improve concerning their approach to women. Focus on promoting *Anarchy* in a more feminine

³⁶ Click phenomenon was originated from the fragrance Click while the chocolate man from Dark Temptation.

style, using media vehicles (e.g. Facebook page; a radio advertisement; outdoors). Highlighting characteristics relevant for women in deodorants (e.g. how smelly *Anarchy* is; long lasting duration; how their product is something new in the feminine deodorant market). If women feel the product was thought and carefully made for them their attention and desire to try it may improve.

Concerning the brand in general, *AXE* Portuguese subsidiary should struggle to pass a clear message about the perfumed body spray concept. The most economical way would be by their website or social networks. Although they already specify it in the brand's overview, the concept should be more emphasized. A possible way could take advantage of the negative economic phase Portugal is facing, highlighting how *AXE* body sprays are 2 products in one. The results might not bring new consumers, but it will certainly make clear what the purpose of the product is, avoiding misunderstandings and consequently negative word of mouth.

6. Limitations of the Research

The quantitative and qualitative research done have some limitations that may influence the final results.

On the qualitative research, the first issue is sampling bias. Although the core target of AXE (16-25) was well represented, other age segments had smaller number of respondents. The questionnaire would be more reliable if it had picked up more frequency in the other age segments, particularly from 13-16 and 26-35³⁷. Moreover it is possible that the samples do not cover lower social classes adequately. Even though AXE is a highly priced low-involvement product, it also substitutes two products in one. Poorer social classes could have a different consumer behavior. The online questionnaire method is in itself a limitation as well - people have the tendency to rush up to finish quickly. Also the non-presence of the product can influence some answers since people that never tried *Anarchy* and do not know the product, do not know what to expect from it³⁸.

The use brand personality appeal framework had some limitations also. First is the fact of forcing SPSS to create 3 factors. Second the reduction from 16 to 10 items and the analysis of only 9³⁹ of the items can have an impact in the content validity of the framework and consequently in the explanation of each dimension. Additionally, although *Clarity* was the dimension with higher scores, its reliability is low (a potential reason could be because it was composed with only with 2 variables), being out of the acceptable range. Although some assumptions were taken regarding AXE personality appeal, further research should try to improve *Clarity* reliability in order to have more trustful conclusions.

As regards to qualitative research, some issues should be pointed out. Likewise in the quantitative research done, the sample does not represent optimal AXE consumers. Though the focus group of males between 17 -19 is composed by young adults that are regular AXE users and confessed to loyal to AXE, the two other groups were mainly constituted with non-regular users. This can influence the quality of answers concerning how men will react to *Anarchy*. Furthermore the youngest focus group had only teenagers between 15 and 16 years old. It would be interesting to

³⁷ Karim mentioned that younger teenagers and senior adults, even if they are out of AXE core target, they are responsible for a considerable part of AXE sales. Therefore it would be see if the tendency is also confirmed in the feminine sex.

³⁸ Scent is the second biggest factor that women take in consideration when buying a deodorant. Yet most of the respondents never smelled *Anarchy* fragrance.

³⁹ *Reconhecimento* was taken out as it made a great increase in the reliability

interview lower ages (13 and 14 years old) since male teens are a very important part of AXE consumers in the Portuguese market.

Moreover, the moderator did not have true moderator competencies⁴⁰ which may have influenced what was taken from each group member opinion. Concerning group dynamics, the members of each group knew themselves, resulting in a more informal way of speaking. Having members unknown to each other could lead to a more difficult setting, implying further attention in listening and answering. Finally, and getting back to moderator experience, opinions given in each focus group may have been be misjudged or misunderstood on their real intention.

7. Further Research

For a formal conclusion further research should be done to compare results and verify conclusions of this thesis. Concerning women research, a larger sample covering more age segments should be pursued. This would overcome the actual sample limitations as well as a higher probability of providing a better understanding of AXE personality appeal (by increasing *Clarity* dimension). As for the focus group, the priorities should be to enroll more persons per group, to include more regular users in all age segments, the use of a professional moderator and expose a variety of *Anarchy* products.

Regarding men behavior it would be necessary to step into an additional quantitative research, using focus group findings to define the questionnaire, and finally reaching a statistically meaning answer to their potential reactions. Furthermore, it would be interesting to understand which type of women (psychologically speaking) desire more *Anarchy*. The brand was always more oriented for unconfident young males where, using its promotions, allude them with the idea of becoming a more secure and confident person (that could get several girls). Women by personality are more restricted with these themes. To understand the type of females that buy AXE could help the company to position and communicate better with their feminine target (that if they continue distributing female products).

⁴⁰ It had already done another focus group of a different subject but is not officially classified as a moderator

8. Exhibits

Exhibit 1 - AXE body spray bottles of different fragrances



Exhibit 2 – The idea behind the AXE Effect



Exhibit 3 - Evolution of AXE body spray bottles



Exhibit 4 – Logo evolution

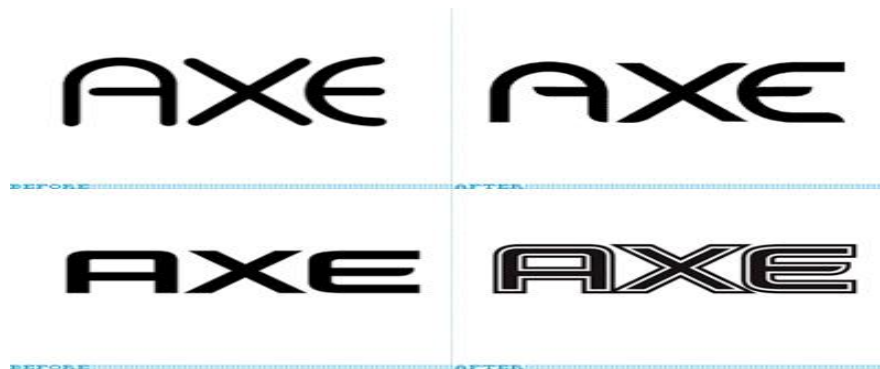


Exhibit 5 - AXE Hair, a line of products to treat and give style to men's hair



Exhibit 6 – AXE Excite, launched in all different product types



Exhibit 7 – Two awarded AXE advertisements



Exhibit 8 – Advertisement for AXE products in different categories: Even with different slogan, the basic message is still the same

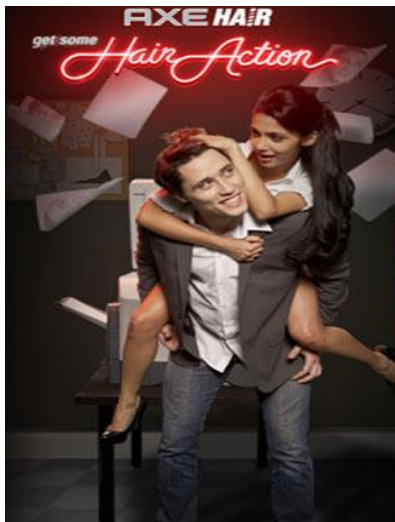


Exhibit 9 – AXE advertisement contested by feminist groups



Exhibit 10 – The Portuguese AXE site

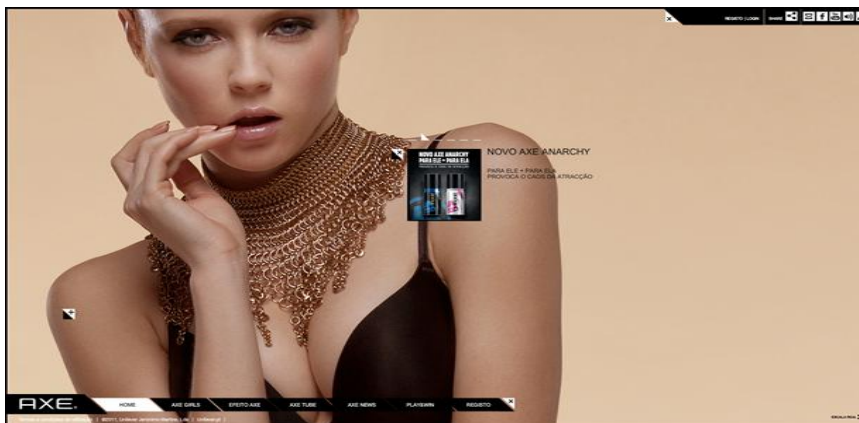


Exhibit 11 – AXE Anarchy creative promotions in different media vehicles



Portuguese Maxim Magazine



Anarchy advertisement in metro breaking laws of physics

Exhibit 12 – The promotions in form of news warning about the *Anarchy* chaos

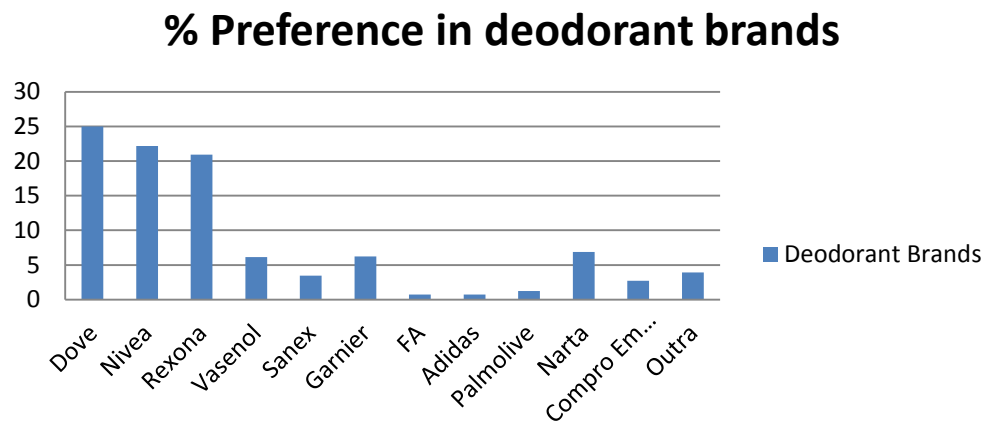


Exhibit 13 – Analysis of the online questionnaire using SPSS**13.1** – Respondents profile

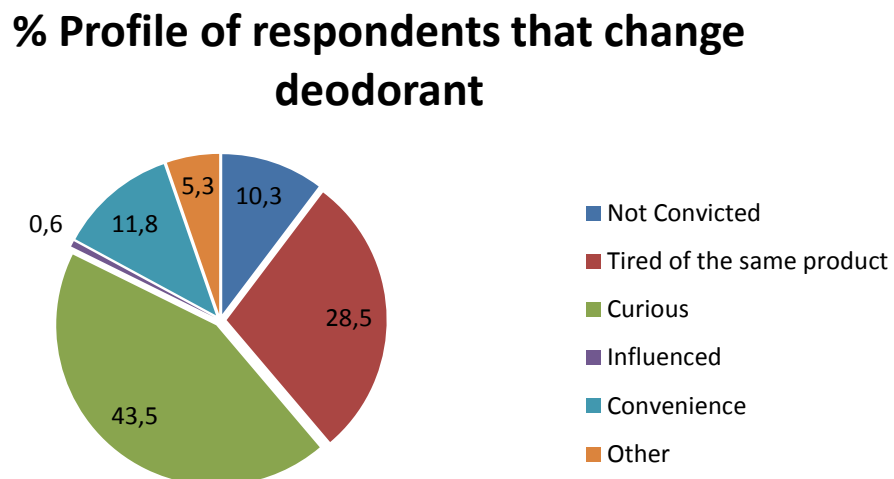
Characteristic	Frequency	%
Age		
17-20	194	42,6
21-25	170	37,4
13-16	51	11,2
26-35	32	7,0
>35	8	1,8
Occupation		
Bachelor/Masters	270	59,3
High School	106	23,3
Employee	36	7,9
Other	20	4,4
Trainee	15	3,3
Self-Employed freelance	8	1,8
Social status		
Single	255	56,0
In a relation	182	40,0
Married	15	3,3
Divorced	3	0,7

13.2 – Further information about consumer behavior in deodorant market

Consumer preference of the most known deodorant brands in the retail market



Biggest reasons why consumers change of deodorant



13.3 – Means comparison between probability of trying *Anarchy* and each brand personality appeal dimension

Probability of trying <i>Anarchy</i> *		<i>Clarity</i>	<i>Favorability</i>	<i>Originality</i>
1 (Very Low Probability)	Mean	5,70	4,58	4,60
	N	35	35	35
2	Mean	5,44	4,32	4,19
	N	45	45	45
3	Mean	5,33	4,95	4,60
	N	55	55	55
4	Mean	5,55	5,06	4,48
	N	82	82	82
5	Mean	5,68	5,62	5,19
	N	70	70	70
6	Mean	5,91	5,89	5,31
	N	48	48	48
7	Mean	6,11	6,07	5,69
	N	42	42	42
Total	Mean	5,65	5,23	4,85
	N	377	377	377

*In this comparison of means, the n was 377 since 17 had already used the product and 62 answered before in the questionnaire they were very little familiarized with AXE (1) which automatically excluded them for other questions.

13.4 – Means comparison between knowledge about AXE being part of *Unilever* and attitude towards AXE (likeability; change of likeability; familiarity)

Knowledge about AXE being part of <i>Unilever</i>		Base Likeability	Change of Likeability	Familiarity
Yes	Mean	4,84	0	5,21
	N	70	0	70
No	Mean	4,45	4,42	3,99
	N	385	385	385
Total	Mean	4,51	4,42	4,18
	N	455	385	455

13.5 Cross-Tabulations between deodorant change and use of AXE Anarchy

		Use of AXE Anarchy		
		Yes	No	Row Total
Deodorant change	Never	3	49	52
		5,8%	94,2%	21,1%
	Seasonally	2	93	95
		2,1%	97,9%	38,6%
	Regularly	12	87	99
		12,1%	87,9%	40,2%
	Column Total	17	229	246
	Column %	6,9%	93,1%	100%
	Chi-Square	7,69	P Value	0,21

13.6 Cross-Tabulations between probability of using *Anarchy* and reasons for changing of deodorant

		Probability of using <i>Anarchy</i>							
		1 (Very Low Probability)	2	3	4	5	6	7 (Very High Probability)	Row Totals
Profile of respondents that change of deodorant	Not Convicted	2 5.9%	4 11.8%	5 14.7%	7 20.6%	6 17.6%	5 14.7%	5 14.7%	34 10.4%
	Tired of The same Product	9 9.5%	13 13.7%	12 12.6%	22 23.2%	16 16.8%	10 10.5%	13 13.7%	95 29.1%
	Curious	7 5%	12 8.6%	21 15%	32 22.9%	28 20%	22 15.7%	18 12.9%	140 42.9%
	Influenced	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 100%	1 0.3%
	Convenience	7 18.4%	2 5.3%	3 7.9%	8 21.1%	9 23.7%	7 18.4%	2 5.3%	38 11.7%
	Other	2 11.1%	2 11.1%	4 22.2%	2 11.1%	3 16.7%	4 11.1%	3 16.7%	18 5.5%
	Column Total	27	33	45	71	62	46	42	326
	Column Percent	8.3%	10.1%	13.8%	21.9%	19%	14.1%	12.9%	100%
	Chi-Square	24.285			P value 0,759				

13.7 Cross-Tabulations between probability of using *Anarchy* and each demographic characteristic (occupation; age; social status)

		Probability of using <i>Anarchy</i>							
		1 (Very Low Probability)	2	3	4	5	6	7 (Very High Probability)	Row Totals
Occupation	High School	4 3,8%	12 11,5%	15 14,4%	24 23,1%	21 20,2%	12 11,5%	16 15,4%	104 23,8%
	University/Master Student	31 12%	32 12,4%	34 13,2%	57 22,1%	43 16,7%	37 14,3%	24 9,3%	258 58,9%
	Trainee	2 14,3%	3 21,4%	4 28,6%	2 14,3%	0 0%	2 14,3%	1 7,1%	14 3,2%
	Employee	7 20,0%	4 11,4%	7 20%	5 14,3%	6 17,1%	2 5,7%	4 11,4%	35 8%
	Self-Employed freelance	3 37,5%	1 12,5%	0 0%	1 12,5%	2 25%	0 0%	1 12,5%	8 1,8%
	Other	1 5,3%	0 0%	5 26,3%	5 26,3%	3 15,8%	2 10,5%	3 15,8%	19 4,3%
	Column Total	48	52	65	94	75	55	49	438
	Column Percent	11,0%	11,9%	14,8%	21,5%	17,1%	12,6%	11,2%	100,0%
	Chi-Square	34,054			P value 0,279				

		Probability of using <i>Anarchy</i>							
		1 (Very Low Probability)	2	3	4	5	6	7 (Very High Probability)	Row Totals
Age	13-16	3 6%	4 8%	9 18%	10 23,1%	10 20%	8 16%	6 12%	50 11,4%
	17-20	13 7,1%	19 10,4%	24 13,2%	42 23,1%	36 19,8%	25 13,7%	23 12,6%	182 41,6%
	21-25	25 15,1%	23 13,9%	26 15,7%	34 20,5%	22 13,3%	20 12%	16 9,6%	166 37,9%
	26-35	6 18,8%	6 18,8%	5 15,6%	7 21,9%	3 9,4%	2 6,2%	3 9,4%	32 7,3%
	≥35	1 12,5%	0 0%	1 12,5%	1 12,5%	4 50%	0 0%	1 12,5%	8 1,8%
	Column Total	48	52	65	94	75	55	49	438
	Column Percent	11,0%	11,9%	14,8%	21,5%	17,1%	12,6%	11,2%	100,0%
	Chi-Square	25,212		P value 0,394					

		Probability of using <i>Anarchy</i>							
		1 (Very Low Probability)	2	3	4	5	6	7 (Very High Probability)	Row Totals
Social status	Single	17 7,0%	26 10,7%	30 12,4%	59 24,4%	48 19,8%	32 13,2%	30 12,4%	242 53,3%
	In a Relation	27 15,2%	23 12,9%	34 19,1%	31 17,4%	22 12,4%	23 12,9%	18 10,1%	178 40,06%
	Married	3 20,0%	3 20%	1 6,7%	4 26,7%	3 20%	0 0%	1 6,7%	15 3,4%
	Divorced	1 33,3%	0 0%	0 0%	0 0%	2 66,7%	0 0%	0 0%	3 0,7%
	Column Total	48	52	65	94	75	55	49	438
	Column Percent	11%	11,9%	14,8%	21,5%	17,1%	12,6%	11,2%	100,0%
	Chi- Square	29,069		P value 0,048					

13.8 - Characteristics of brand personality appeal dimensions

Dimensions	Factor Scores	Reliability	Correlation*	Sig. in correlation
Clarity	5,68	0,566	0,164	,001
Originality	4,87	0,807	0,312	,000
Favorability	5,27	0,897	0,450	,000

* Correlation with probability of using *AXE Anarchy*.

9. Teaching Notes

9.1. Case Study Synopsis

AXE is one of the most charismatic worldwide brands of male personal care products. Belonging to the well-known company *Unilever*, it developed a strong position in 30 years, being distributed in more than 60 countries (market leader in some of them). The brand is characterized by intense scent body sprays as well as audacious and sensual promotions. The company has always targeted young consumers (core target is from 16 to 25 years old) and it has been until now an exclusively males brand. In 2012, for the first time *AXE* launched a fragrance with two versions, a masculine and a feminine one, *Anarchy*.

This document describes Portuguese consumers' perception towards *Anarchy* and their behavior as consumers. Furthermore, it clarifies the reason for *AXE* launching a female product and provides insights and recommendations based on quantitative and qualitative research results.

It includes a description of *AXE* history, giving special attention to one of the brand's key success factors – creative communication. It also provides an overview of *AXE* in Portugal plus all the steps taken before and during *Anarchy* launch. The online survey for women and the focus groups for men are fully characterized as well as the major analysis performed.

9.2. Teaching Objectives

This case study can be used for master students in Marketing and Strategy. The first part displays a marketing/strategy challenge from an international personal care brand on how to develop and launch a cross-gender extension⁴¹. The second part uses specific techniques - analyzing data with SPSS and focus groups- that are frequently used in Marketing Research. The case shows an audacious decision of a global brand to extend a “very strong” male product to the other gender. It describes how it was launched in Portugal and offers research data that helps to understand the perceptions and reactions of both genders.

Overall the objectives are:

- Understand the global strategy used by *AXE* in launching products and communicating them.
- Comprehend how Portuguese *AXE* subsidiary works with the brand headquarter and controls the local promotions.

⁴¹ Part one could be also directed for undergraduate students

- Analyze the success of *AXE* in the world over the years and summarize key success factors.
- Cover major steps in developing and launching a global cross-gender extension: the reason to do it, research done, how it was communicated (covering essentially Portugal), critical details that were especially treated carefully to ensure female acceptance and no male offense.
- Demonstrate one way to conduct research (doing quantitative and qualitative) on how both genders will perceive and react to a new product according to gender personality, behavior and knowledge about brand's background.
- Illustrate conclusions and recommendations that can be derived from this type of research.

9.3. Teaching Plan

This case study could be used as a one week individual group assignment. Students would have one week to study the case and write their own final report. This report should include:

- (1) Answers to the questions;
- (2) Explanation of the major steps taken to answer quantitative question and interpretation of factor scores; and
- (3) SPSS output (showing results).

Along with the case study, students should be directed to two articles that will give them a better understanding about the theoretical concepts behind the case and about the framework used in the quantitative research:

- Jung, K. & Lee, W., 2006. Cross-Gender Brand Extensions: Effects of Gender of the Brand, Gender of Consumer, and Product Type on Evaluation of Cross-Gender Extensions, *Advances in Consumer Research*, 33(1), pp. 67-74.
- Freling, T.H., Crosno, J.L. & Henard, D.H., 2011. Brand personality appeal: conceptualization and empirical validation, *Journal of the Academy of Marketing Science*, 39(3), pp. 392-406.

In Class Discussion

Start with the traditional general briefing around the case study, with professor and students discussing major issues, perspectives, difficulties, etc. If it does not pop up in the general discussion,

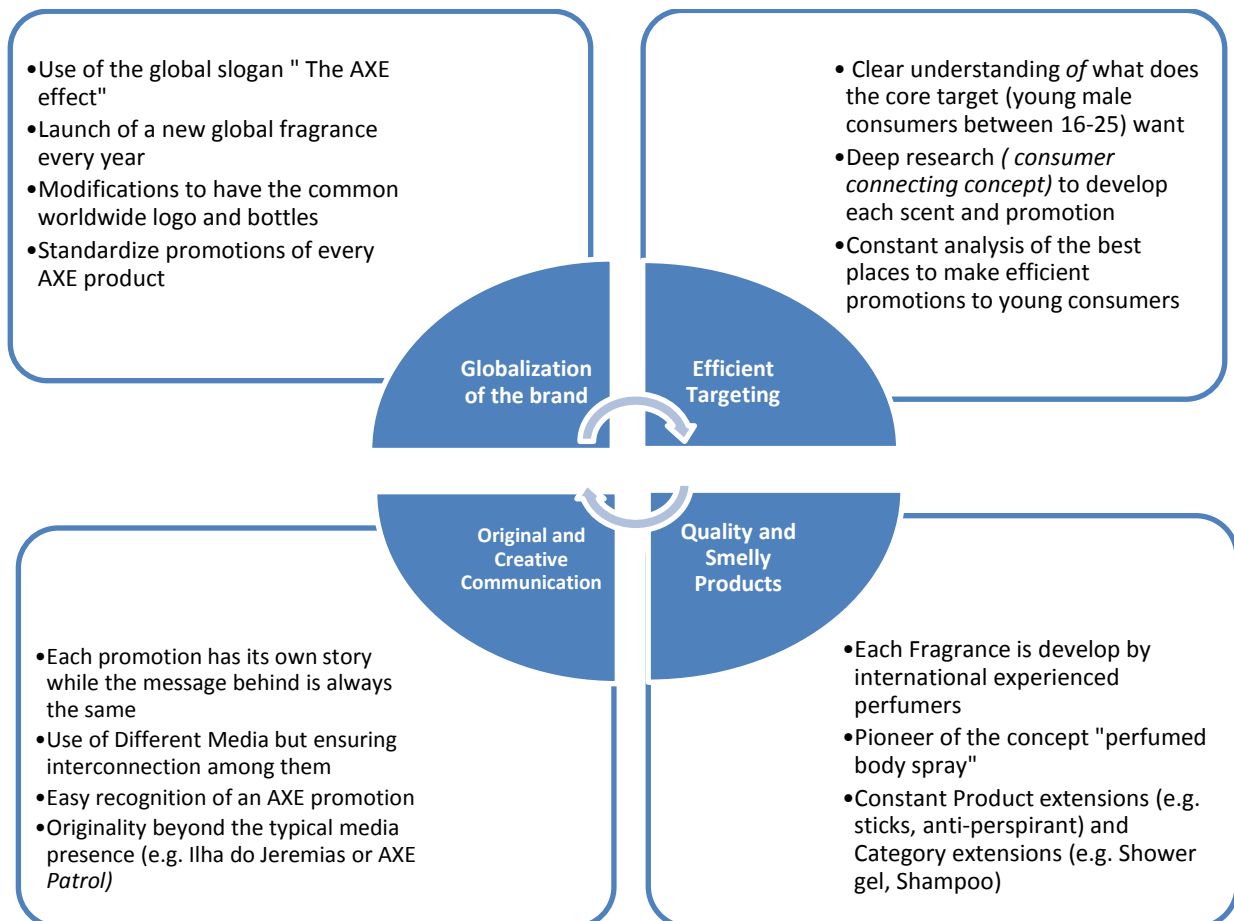
one or more groups would be asked to give their answers to the first three questions. Professor would then provoke the rest of the class to comment or add on them⁴².

The second half of the class should be in the computer room, beginning with a discussion around Freling (2011) article and asking students on the definition of each dimension. Then with the help of SPSS the teacher would show how to answer the quantitative question (each student would be in a computer following the process).

In the end the class would discuss how to interpret the dimensions' factor scores.

9.4. Assignment Question

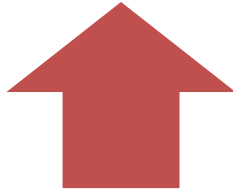
(1) What are the key success drivers for AXE success? Answer:



⁴² Students would have to bring 2 copies of their final report: one for the professor and other for them to interact in class

(2) Which are the main opportunities and problems of AXE doing a cross-gender extension?

Answer:



Opportunities

- Explore a new potential target (women)
- Experience of *Unilever* brands in cross-gender extensions (e.g. Dove men + care)
- Female AXE fan community around AXE



Threats

- Personality and consumer behavior of genders are different
- Feminist groups against AXE
- Male consumers may feel offended and change their attitude/loyalty with AXE
- Communication of AXE was always focused to target men and may not be ideal to women

(3) Explain the reason for using qualitative research with men

Answer:

Topics to be covered:

- Sensible subjects discussed with men (loyalty, opinion about a product);
- Advantages of doing focus group;
- Mix and match focus groups (groups divided in age segments);
- Comparing different group dynamics.

(4) By doing a factor analysis, answer the following questions:

(a) Is the factor analysis of the brand personality appeal credible? Prove with 3 techniques.

(b) Which variables form each dimension?

(c) Calculate the factor scores (use *the technique Unit Weighting of Items*) and interpret them. *Note:*

Do not use the variable “Reconhecimento” In the factor analysis. Force to do 3 factors.

Answer to (a):

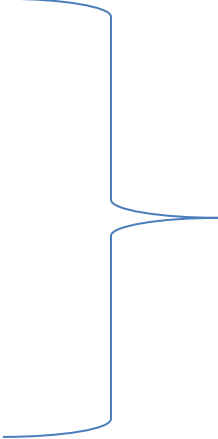
First Step: Do a factor analysis forcing 3 factors and with all brand personality appeal variables (expect "Reconhecimento").

Second step: Use three techniques to test the credibility of the factor analysis: The following answer is one example:

KMO test and Bartlett's Test:

KMO: Measure of Sampling Adequacy Bartlett's Sphericity	Chi-Square	0,892	→	>0,8 = very good. There are sufficient inter-correlations among variables.
		1762,976		
	df	36		
	Significance	0	→	The hypothesis of the correlation matrix be equal to the identity matrix was rejected.

Communalities

Variables	Extraction	
Perceptibilidade	,834	
Prazer	,736	
Vulgarização	,636	
Atracção	,742	
Negativo/Positivo	,803	
Vaga/Bem Definida	,604	
Desejo	,785	
Previsão	,805	
Mais do mesmo/Diferente	,740	

All Communalities are above 0,3 so there are not unique variables, their correlate strongly with each other's. Therefore none of this variable should be removed.

Answer to (b):

After proving the credibility of the factor analysis, use the *Rotated Component Matrix* to check which variables belong to each dimension (the ones with higher factor loadings).

Variables	<i>Favorability</i>	<i>Originality</i>	<i>Clarity</i>
Perceptibilidade	,142	,044	,901
Prazer	,820	,222	,123
Vulgarização	,276	,747	,047
Atracção	,793	,290	,172
Negativo/Positivo	,813	,281	,253
Vaga/Bem Definida	,338	,260	,650
Desejo	,812	,273	,225
Previsão	,239	,849	,163
Mais do mesmo/Diferente	,261	,807	,144

Answer to (c):

Use the technique *Unit Weighting of Items* to calculate each dimension factor scores. Then calculate the mean (use in SPSS “*descriptives*” option) and interpret the results.

Dimensions Factor Scores

<i>Clarity</i>	5,68
<i>Originality</i>	4,87
<i>Favorability</i>	5,27

For women, *Clarity* is the better explained dimension of AXE personality, followed by *Favorability* and *Originality*. It appears that most women when they see AXE products and communication get a clear picture of the brand, recognizing it from the other ones. Also female see AXE in a positive way, perceiving it as satisfying and do not judge it in a negative way. The dimension *Originality* is the less clear in the brand personality. Women do not perceive the brand as distinctive between competing products in the same category. Eventually women are not as well impressed as men about the sexuality and/or strong scents that characterize AXE.

Giving the results of women perspective about personality appeal, it looks like the brand still has more research to do about *Anarchy* female segment. Brand personality appeal creates more purchase intentions when all dimensions have higher values. While the one with higher implication has positive scores, the less important has the highest scores and the second has the lowest.

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Unilever Jerónimo Martins

11. Appendices

Appendix A – Online survey directed to women

Sou aluno finalista de mestrado na Universidade Católica de Lisboa e estou a realizar a tese em relação ao novo produto feminino da marca de desodorizantes AXE: *Anarchy*. Gostaria de pedir a sua colaboração, respondendo a este pequeno questionário. O questionário demora à volta de 6 minutos sendo as respostas totalmente confidenciais. Obrigado pela sua colaboração. Nota: Este questionário é exclusivamente para mulheres que usam desodorizante visto que o objectivo é o estudo da percepção feminina em relação ao produto AXE *Anarchy*.

- Que tipo de Desodorizante normalmente utiliza?

1. Spray
2. Roll on
3. Aerosol
4. Crème
5. Stick

- Quais são as principais razões na escolha de um desodorizante (Escolha no máximo 2 características):

1. Preço
2. Cheiro
3. Eficácia
4. Marca
5. Conveniência (e.g. O que me aparecer primeiro á frente)
6. Conselho de alguém
7. Composição do produto (e.g. utilização ou não de álcool)
8. Outra

- Das seguintes marcas de desodorizantes, seleccione as suas preferidas (Escolha no máximo 2 marcas)

1. Dove
2. Nivea
3. Rexona
4. Vaseline
5. Sanex
6. Garnier
7. FA
8. Adidas
9. Palmolive
10. Narta
11. Compro em perfumarias
12. Outra

- Costuma mudar de desodorizante?
 1. Nunca
 2. Sim, pelo menos de 6 em 6 meses
 3. Sim, constantemente

Caso tenha respondido sim:

- Qual é normalmente a principal razão de mudar de desodorizante:
 1. O produto que comprei ficou aquém das minhas expectativas
 2. Fiquei farta do desodorizante que utilizava
 3. Gosto de experimentar novos produtos que são lançados
 4. Recomendaram – me outro desodorizante
 5. Não estava disponível o desodorizante que normalmente compro
 6. Outra

AXE é uma marca de desodorizantes para homens conhecida pela sua comunicação ousada e original onde promove o efeito *AXE* – efeito que os homens obtêm utilizando um produto *AXE* ganhando poder no jogo de sedução entre o homem e a mulher. É marca líder em vários países Europeus, Américos Latinos e em constante crescimento nos E.U.A e Ásia

- Numa escala de 1 (Pouquíssima Familiarizada) a 7 (Totalmente Familiarizada) indique quanto está familiarizada com a marca *AXE*?

Pouquíssima Familiarizada	2	3	4	5	6	Totalmente Familiarizada
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Numa escala de 1 (Péssima marca) a 7 (Excelente Marca), indique qual é a sua avaliação da marca *AXE*?

Péssima Marca	2	3	4	5	6	Excelente Marca
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Tinha conhecimento que a marca *AXE* pertence à companhia Unilever, onde também fazem parte marcas populares da higiene feminina como a Dove, Rexona e Vaseline?

1. Sim
2. Não

Caso tenha respondido Não:

Numa escala de 1 (Bastante negativo) a 7 (Bastante positivo), indique o quanto a sua ideia em relação à AXE mudou por saber esta informação? Nota: Escolha 4 quase não tenha mudado nada

Bastante para a negativa	2	3	4	5	6	Bastante para a positiva
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A marca AXE lançou no início de 2012 o produto *AXE Anarchy*, distribuindo pela primeira vez uma versão masculina e uma versão feminina. O *AXE Anarchy* para mulher é vendido em forma de perfumed body spray, um conceito típico da AXE em que o produto serve de desodorizante e colónia ao mesmo tempo, deixando a mulher fresca e cheirosa o dia inteiro. AXE estreia-se a dar um aroma próprio para a mulher, dando igualmente poder de sedução à mulher e equilibrando o jogo de sedução entre os 2 sexos. A promoção foi feita na ideia que quando o homem e mulher usam cada um o seu *AXE Anarchy*, provocam uma atracção total “desligando-se” do que se encontravam a fazer antes, “libertando o caos da atracção” (o slogan do produto).

- Já tinha conhecimento da existência do *AXE Anarchy* para mulher?

1. Sim
2. Não

- Já utilizou o *AXE Anarchy* para mulher?

1. Sim
2. Não

Caso tenha respondido Sim

- Indique, numa escala de 1 (Pouquíssimo Satisfeita) a 7 (Bastante Satisfeita), qual é o seu grau de satisfação com o produto?

Pouquíssimo Satisfeita	2	3	4	5	6	Bastante Satisfeita
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Caso tenha respondido Não

- Indique, numa escala de 1 (Pouquíssima Probabilidade) a 7 (Enorme Probabilidade), qual é o grau de probabilidade de experimentar o produto?

Pouquíssima Probabilidade	2	3	4	5	6	Enorme Probabilidade
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- De acordo com os conhecimentos que tem em relação à marca AXE, indique numa escala de 1 a 7, o quanto as seguintes características descrevem a marca. A marca AXE é:

Não Perceptível						Perceptível
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fácil de Reconhecer						Difícil de Reconhecer
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Desagradável						Agradável
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comum						Diferente
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Não Atraente						Atraente
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Negativa						Positiva
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Vaga						Bem-Definida
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indesejável						Desejável
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Previsível						Sempre a Surpreender
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Mais do mesmo						Novidade
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Em que faixa etária se encontra?

1. 13-16
2. 17-20
3. 21-25
4. 26-35
5. >35

- Qual é a sua ocupação?

1. Ensino Secundário

2. Ensino Superior/ Aluna de Mestrado
3. Estagiaria
4. Trabalhadora por conta de outrem
5. Profissional Liberal
6. Outra

- Qual é o seu estado social?

1. Solteira
2. Num relacionamento
3. Casada
4. Divorciada

Appendix B – Focus group guideline

Material a utilizar:

- Blocos de nota
- Caneta
- Computador com as promoções feitas para o produto
- Guião
- Lista de participantes
- Gravador
- Bebidas

I. Introdução

- Introdução aos participantes e agradecimento pela sua presença
- Explicar o propósito do focus group e a razão de eles terem sido escolhidos

Propósito: Entender a percepção e reacção em relação ao facto de a marca *AXE* ter lançado pela primeira vez um produto para as mulheres (Perceber se a consideração dos participantes em relação á marca foi afectada).

Razão de terem sido escolhidos: Estarem todos dentro dos requisitos para este focus group: Idade; usarem ou já terem usado *AXE*; terem ou não conhecimento do novo *AXE Anarchy* com versão para homem e outro para mulher.

- Explicar como se irá proceder o focus group:

- Duração (por volta de uma hora);
- Regras: Sessão irá ser gravada; As pessoas serão chamadas pelo seu primeiro nome; Não existe respostas certas ou erradas; Cada participante fala sem interrupções.

- Quebrar o gelo: Pedir a cada participante para se apresentar.

II. Familiaridade com AXE

- Qual é a sua relação, como consumidor, com a marca AXE?

- Uso dos produtos AXE (regularidade de uso produtos AXE; em que circunstâncias/momentos usa ou já usou o produto)
- Que tipo de produtos AXE utiliza (shampoo; gel de banho, desodorizante roll on, body spray)
- Que tipo de vantagens/desvantagens tem a marca
- Concorda/Discorda com os ideais da marca (e.g. efeito AXE; umas das prioridades principais dos homens é conquista de mulheres)
- Limitações da AXE (se falta algo na marca)
- Acompanhamento dos novos produtos lançados

- Como Comunica a marca aos seus amigos/familiares?

- Recomenda ou não aos seus amigos/familiares
- Assuntos que fala da marca (nível de qualidade dos produtos; comunicação; mulheres que aparecem nas promoções)

- De que modo vê a comunicação/propaganda feita pela AXE

- Adjectivos que lhe vêm á cabeça
- Mensagem que retira (sempre a mesma; difere consoante cada produto que apresenta)
- Veículos de comunicação por onde já viu e/ou vê com maior regularidade promoções da AXE
- Acompanha as campanhas digitais? (membro da pagina AXE nas redes sociais, membro do site oficial português)

- De que modo o sexo masculino está integrado com a marca?

- Homens em geral gostam/não gostam da marca
- Valorização que a marca emite ao sexo masculino

- Qual é a sua opinião pessoal em relação à AXE?

- Gosta/não gosta da marca
- Fidelidade em relação à marca

III. AXE Anarchy

Começar por explicar o produto *AXE Anarchy*: Qual é a história por detrás, as diferentes versões que existe e a diferença entre elas (cheiro, tipos de produto, embalagens). De seguida mostrar de maneira breve as comunicações realizadas pela *AXE* para promover o *Anarchy* (campanha digital, promoção televisiva e radio, outdoors).

- Qual é a sua impressão sobre o produto *Anarchy*?

- Conhecimento/não prévio conhecimento do produto
- Uso prévio do produto
- Qualidades/Defeitos

- Como vê o facto da marca por à disponibilização das mulheres o seu próprio efeito *AXE*.

- Adesão das mulheres
- Atitude da marca (Original, Gananciosa, etc.)

- Que tipo de diferenças o *Anarchy* traz à marca?

- Diferença na comunicação da *Anarchy* em relação às antigas
- *Anarchy* em relação às antigas fragrâncias (está ainda dentro do conceito *AXE*; compraria o produto)

- Pensa que a *AXE* sofrerá alguma consequência devido ao lançamento de um produto para as mulheres? (Porquê?/Porque não?).

- Vantagens
- Desvantagens
- Riscos

- Que tipo de consequências irá o lançamento de um produto *AXE* para as mulheres ter nos homens?

- Fidelidade dos homens (e.g. vão sentir que a marca perdeu a sua graça? vão sentir que a marca não é a mesma? Pensam que a marca fez uma escolha acertada?)
- Tipo de sentimentos (alegria, desilusão, indiferença; aceitação)
- Comportamento como consumidor (Com a *AXE*; com o *Anarchy*)
- Opinião pelo facto da versão feminina ser limitada

IV. Comentário Final

- Após esta discussão, pensa que a sua ideia e gosto pela *AXE* mudou? Porquê? Porque não?

- Algum comentário final que gostariam de dizer?

V. Agradecimentos

- Agradecimentos pela presença e colaboração
- Explicar como vão ser aproveitados os comentários dos participantes e informar sobre o prazo de entrega da tese

Appendix C – AXE unusual campaigns examples

- In Columbia a group of girls dressed like police were patrolling bars and clubs to spray men with AXE. This campaign was known as the *AXE Patrol*.



- In Brazil two hundred guys gained a ticket to spend a weekend with four hundred girls in an island called “Ilha do Jeremias”. It was an event derived from an AXE campaign where a guy named Jeremias by using an AXE body spray, was recovering all girls that he had missed before by not using the product.

- AXE delivers a simple but effective marketing strategy by giving a little AXE touch to signals that people are used to see every day.



Appendix D – Description of *Click* campaign

The promotion campaign is all about an object called clicker that is used for counting. It started with the launch of a television advertisement and a small teaser site - promoting that YOU, a guy using *AXE Click*, could get more girls than even an actor like Ben Affleck. Soon the brand started distributing clickers all over the world in special spots like nightclubs or as a gift in men's magazine (e.g. playboy), spreading the advertisement online (e.g. website and YouTube), making interactive games through the social networks (e.g. orkut, twitter) and even giving prizes to the "top clickers" through a leader board in every country.

This campaign is an example of *AXE* connects old type of media (e.g. television, magazines) with new type of media (viral marketing) creating a social phenomenon, in this case the "clicking phenomenon".



Teaser Site www.clickmore.com



Television Advertisement



Magazines Advertisement



Outdoor Advertisement

Appendix E – “The chaos day” description

In February 29 the Portuguese AXE subsidiary created the “chaos day”. Through the three Portuguese main television channels (the advertisement was made in Argentina but adapted locally), radio, internet (Facebook, YouTube, Google, msn. etc.), universities and newspapers (Jornal Noticias, Metro, Destak, Record and Correio da manhã) the brand spread the info that the “*Anarchy Chaos*” had arrived to Portugal. Everything was written/talked/showed in an epidemic form. Even an online application⁴³ was launched where consumers could create their own news.

In one day, more than 5 million Portuguese (around half of Portuguese population) read, saw or listened to the promotion of a supposed epidemic provoked by AXE *Anarchy*. Karim indicated “the online application was blocked due to the amount of online traffic.”

Appendix F – Further descriptions of the *Analysis of Results*

(1) Quantitative results

- Factor analysis pre-steps

An initial reliability test in all variables that were going to be used in the factor analysis was performed. A Cronbach alpha test was executed where the variable *Reconhecimento* was deleted in order to improve the reliability (from 0,807 to 0,881).

All factor analysis pre-steps were passed - anti-image matrix, KMO =0,892, H0 was rejected (the hypothesis of the correlation matrix being equal to the identity matrix was rejected), communalities > 0,3 and 74,3 of the total variance were explained by the factors.

- Testing factor scores

To get a better insight on the factor score values, each variable of the three dimensions was analyzed. Hence, all variables were reaching similar means so the possibility that a certain mean could be impacting the others (a very high or low mean) was rejected.

Testing the correlations between each dimension and the probability of using *Anarchy* prove that all of them are significantly different from 0. However, while *Favorability* had a high correlation

⁴³ www.soscaos.com

(0,450), *Originality* had a medium (0,312) and *Clarity* a low (0.164)⁴⁴. This also shows that brand personality appeal can help to predict buying appeal, confirming the criterion validity.

(2) Qualitative results

- Description of the differences between regular and non-regular users concerning AXE fragrances

Even though all groups agreed that each fragrance scent is very intense, non-regular users (teenagers and young adults) find it a disadvantage - *"The smell is too intense ... as I was getting older I started to use more frequently perfume ... since both (AXE body spray and perfume) did not combine well, I started using a softer deodorant."* In contrast regular users (adolescents) take it as an advantage, saying that you just have to be careful on how much quantity you spray on your body . Efficiency is also a disagreed subject between regular (see it as very efficient) and non-regular users (think it is very inefficient).

- Details between each group opinion concerning women acceptance of Anarchy

Teenagers found it risky for two reasons: women are even more attached to perfume than men and AXE strong scent can be a problem. Adolescents think it is an ambitious move and the probability of success is low since it is a brand entirely connected to men, *"AXE is only for man as other brands are only for women. If a feminine brand launched a masculine version, it would probability not have a big success either"*. Young adults saw it as an expansionist phase of the brand dating game - giving the change for a man to approach a woman and ask her if she uses AXE. The feminine adherence issue lead to an interesting group dynamic– some thought it would not work since women love to use perfumes and are more restricted to the brand's sexual ideals; other thought success might come from men buying the product to their closest women (girlfriend, sisters, etc.); others suggested a new target – older women (around 30 years old) that are looking for a way to flirt with men.

⁴⁴ According the Cohen book : *Statistical Power Analysis for the Behavioral Sciences* – low correlation =0.1; medium: 0,3; high >=0,5